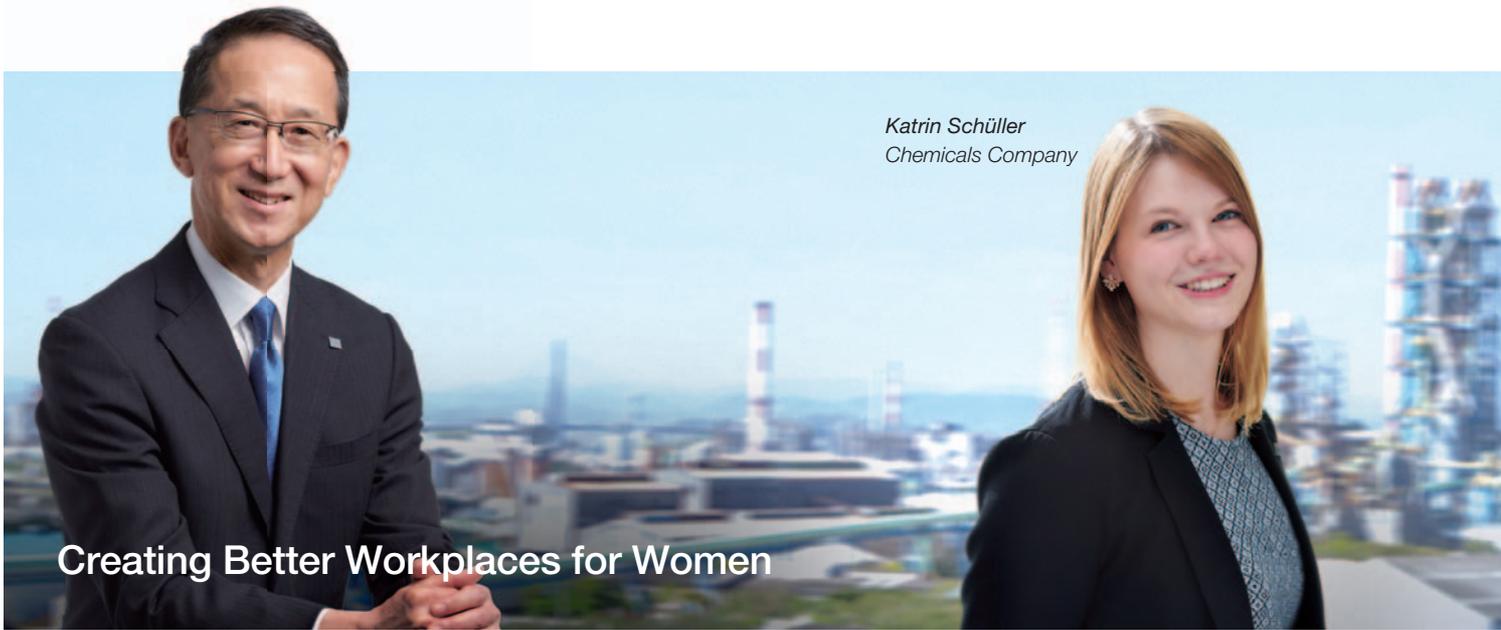


## The UBE Group's Strengths: Human Resources



*Katrin Schüller*  
Chemicals Company

### Creating Better Workplaces for Women

#### *Hideo Tamada*

*Managing Executive Officer  
CRO, CCO, with responsibility  
for Risk Management Dept.,  
Human Resources Dept.,  
CSR & General Affairs Dept.  
and Legal Dept.*



The UBE Group prioritizes attracting and cultivating people who can help enhance corporate value and contribute to sustainable growth. We accordingly endeavor to create attractive workplaces. We asked several female employees how we are faring in that respect.

#### **Human Resources Development Stance**

##### *Hideo Tamada*

*Managing Executive Officer*

We believe that people are crucial to driving sustainable growth. Diversity measures are vital for management, and female employees have led the way in such workplace reform initiatives as improving operational efficiency and reviewing work practices. We encourage women to play key roles in our organization through career development and work-life balance programs, notably for telework, taking annual leave by the hour, childcare and nursing care support, and self-improvement.

### Roundtable Discussion about Positive Workplaces

#### **What Is Your Role?**

**Narita:** I work for the Legal Department. My role is primarily to review confidentiality, trade, and other agreements. I also oversee legal training.

**Hatanaka:** I help manage Group companies. This includes a subsidiary in China, which I visit frequently to identify operational issues and

formulate and propose solutions to local staff and then create a mechanism for these solutions to be implemented. Our local staff need to implement operational measures, so it's important they accept proposals and work through things until they bear fruit. This is extremely challenging because you have to deliver results, but I find it rewarding.

**Schüller:** I am part of the Chemicals Company, and look after two products. One is an organic compound that suppresses paint skinning. The world is full of paint manufacturers, so I find it interesting that we have prospective customers everywhere. The other product is for agrochemicals and API manufacturers. I find it fascinating to work with people from different industries with these two product lines.

#### **About Ease of Working**

**Narita:** I've found the Company easy to work for ever since I joined, and that's really helpful. Two years ago, I began looking after family members, so I took advantage of flextime to leave work early.

**Hatanaka:** When I joined the Company, people in my department didn't seem to use flextime,

*Mizuki Hatanaka*  
Manager  
Construction Materials  
Company

*Kyoko Narita*  
Legal Department



maternity leave, or childcare leave, but I think many take advantage of these programs these days. The Company began offering annual leave by the hour in fiscal 2019. I sense that there are more programs available to better balance professional and private commitments, so I feel increasingly able to work at my own pace.

**Schüller:** The telework program is useful. When I returned to Germany last year, I teleworked there on a trial basis and found it great, experiencing no work delays.

### **Positive Work Environment and Health Management**

**Narita:** If there is a string of days in which I have to rush home from work to care for a family member, I tire mentally and physically, so I use flextime to recharge my batteries. I've been able to avoid catching a cold by feeling less stressed and having a time buffer.

**Hatanaka:** I take time off when I have to go to the hospital on weekdays. To continue working to the best of my abilities, I make sure that I maintain my health. I think the Company's programs are conducive to this.

**Schüller:** I don't think we can all use the same work practices because everyone is different. For example, I think it's great to try what suits you well, such as using flextime to start at 8:00 a.m. and leaving early or beginning at 10:00 a.m. after attending to family and other matters and clocking out late.

### **Aspirations**

**Narita:** I want our people to learn more about legal affairs. In my department, people sometimes say that since I'm the youngest there and am a woman I'm more approachable for those seeking consultations about the law.

For example, it would be great if people could feel free to consult with us about using their personal seals. People can encounter problems if they haven't sought advice from the Legal Department. I think we can help prevent issues by being more approachable.

**Schüller:** I would like to contribute to diversity within the Company. I want to look after human resources development and recruiting and endeavor to improve the Company by looking after an increasing number of foreign employees and absorbing a range of opinions and ideas.

**Hatanaka:** I find it very rewarding helping Group companies to operate. Now, I'd like to be able to implement operational measures locally rather than providing assistance from headquarters, working in management, management planning, and administration. I want to do my part to help improve local operations in Japan and abroad.

